

# EARNED VALUE MANAGEMENT: IMPLEMENTING FROM A KSC PROJECT MANAGER'S PERSPECTIVE



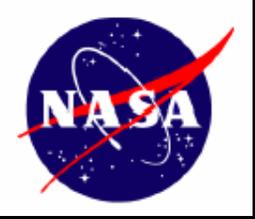
APPL MASTERS FORUM #9  
AUGUST 11<sup>TH</sup>, 2004  
BALTIMORE, MD

HECTOR N. DELGADO  
GLENN R. RHODESIDE  
NASA KENNEDY SPACE CENTER



# KENNEDY SPACE CENTER ROCKETS & ALLIGATORS

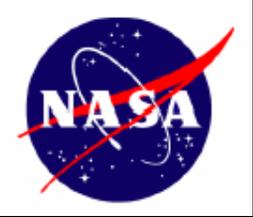




# BACKGROUND

- EVM WIDELY USED & ACCEPTED IN INDUSTRY
- NASA IS STARTING TO PROMOTE THE USE OF EVM AS A PROGRAM/PROJECT MANAGEMENT TOOL

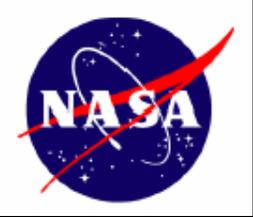




# PREVIOUS WORK

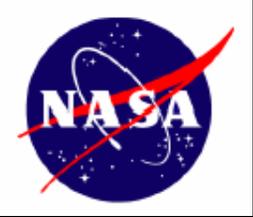
- ARNOLD ENGINEERING DEVELOPMENT CENTER
- NORTHROP-GRUMMAN “FOUR-TIER” APPROACH
- FEW IF ANY RIGOROUS TREATMENTS OF EVM PROJECT SIZE THRESHOLD





# KSC ENVIRONMENT

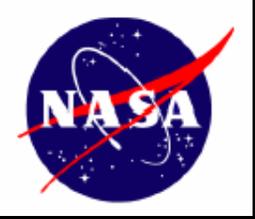
- NASA MANDATE FOR IMPROVED BUDGET PERFORMANCE
- NASA/KSC EVM POLICY & GUIDANCE
- CULTURE
- NEW FINANCIAL SYSTEM



# CONDUCTING THE PILOT



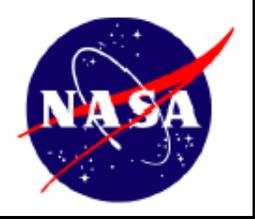
- PLANNING
  - DOLLAR VALUE
  - IS EVM APPLICABLE?
  - OBSTACLES?
  - SOLUTIONS
- TRAINING
- PROJECT BASELINING & INTEGRATED BASELINE REVIEW
- USING EVM
  - DATA COLLECTION
  - ANALYSIS
  - BASELINE MAINTENANCE & CONTROL
  - PRESENTATIONS
- PILOT CLOSURE



# LESSONS LEARNED

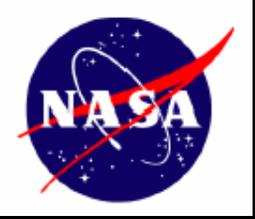


- TRAINING
- TOOLS
- FINANCIAL SYSTEM
- CULTURE/ENVIRONMENT



# CONCLUSIONS

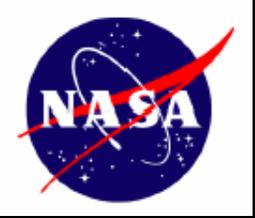
- WEALTH OF DATA FROM PILOT
- ONE DATA POINT ---- WHAT'S HAPPENING ELSEWHERE?



# NEXT STEPS

- NASA CHIEF ENGINEER & EVM FOCAL POINT COUNCIL LEADING THE AGENCY'S EVM EFFORT
- POLICY & GUIDANCE UPDATE
- ADDITIONAL AGENCY PILOT PLANNED
- TOOLS ASSESTMENT
- TRAINING

**TO THE MOON & MARS!!!**



# QUESTIONS